

**Eric
Garcetti**
#IamMayor



Mayor Eric Garcetti Office of Public Safety Gang Reduction and Youth Development

Reginald Zachery, MA
Regional Program Manager
Gang Reduction and Youth Development Office

Alfred McCloud, MSW
Regional Program Coordinator
Gang Reduction and Youth Development Office

Los Angeles City Gang Profile

- Los Angeles has an estimated 400 gangs
- Within L.A., there are ethnic neighborhood gangs (Latino and African American gangs are the largest and the smallest subgroups are Asian, White, Armenian, etc.)
- There are approximately 50,000 active gang members in the city of Los Angeles
 - Sub-groups (gangs and tagging crews)





The Gang Reduction Youth Development Office (GRYD) was established in 2007 as a result of:

- Los Angeles City's Ad Hoc Committee
- An Assessment by Urban Peace/Connie Rice formerly called Academic Advancement
- City's Controller's Audit by Laura Chick
- An uptick in gang violence

The Results of the Reports were:

- To establish an office to coordinate comprehensive efforts to reduce gang violence
- To target specific areas that had the most gang violence
- To combine all the City's programs within the Mayor's Office
- To develop strong partnerships with City Departments and community civic groups

What Makes GRYD Unique?

- GRYD is housed within the Mayor's Office of Public Safety
- GRYD has multiple partners
- GRYD provides both Prevention and Intervention services
- GRYD has a centralized service plan (GRYD Comprehensive Strategy)
- GRYD serves targeted geographical GRYD Zones most impacted by gang violence
- GRYD responds to incidents of gang violence
- GRYD partners with other initiatives pertaining to youth, staff, and families

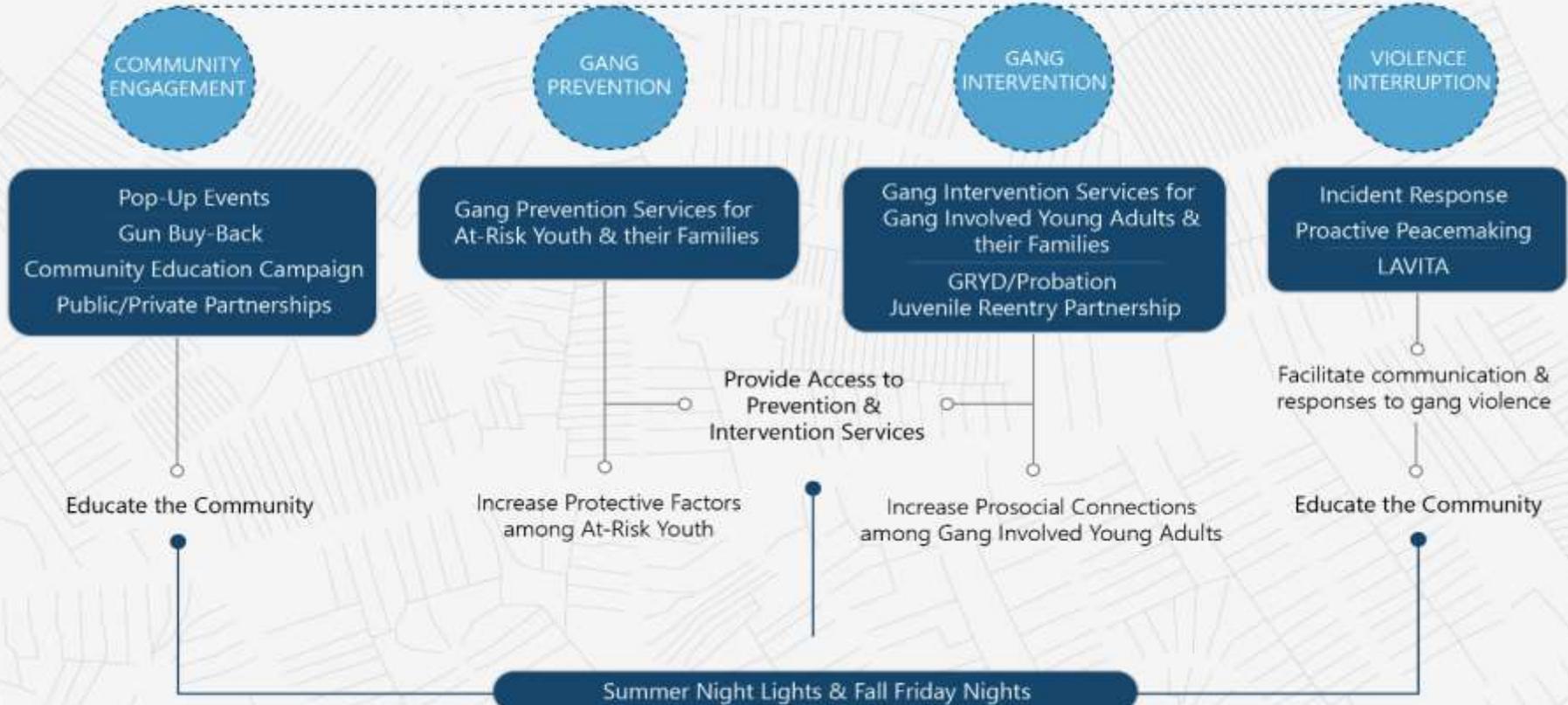
GRYD's Mission and Goals

- GRYD's mission is to strengthen youth/young adults, family, and community **resilience** to the influence of gangs by fostering public/private **collaborations** and supporting **community-based** prevention and intervention services.
- GRYD's target goals are:
 - Reducing gang joining among youth at high risk for gang membership;
 - Reducing gang involvement among young people who have already joined a gang;
 - Providing proactive peace-making and responses to incidents of violence; and
 - Improving communication and collaboration within and across government agencies, community-based organizations, and community residents.

GRYD Comprehensive Strategy

OVERVIEW OF THE GRYD COMPREHENSIVE STRATEGY

MISSION: GRYD's mission is to strengthen youth/young adults, family, and community resilience to the influence of gangs by fostering public/private collaborations and supporting community-based prevention and intervention services.



Focusing on High Gang Crime Areas: GRYD Prevention and Intervention

GRYD Zone Map for 2015 RFP



Central L.A.

Hollywood
Northeast
Olympic
Rampart I
Rampart II

South L.A.

77th I
77th II
77th III
Harbor
Newton I
Newton II
Southeast I
Southeast II
Southeast III
Southwest I
Southwest II

Valley

Devonshire-Topanga
Foothill
Mission

East L.A.

Hollenbeck I
Hollenbeck II
Hollenbeck
III

West L.A.

Pacific

23 GRYD Zones

GRYD Provider Selection Process And GRYD Budget

Selection Process

- A competitive R.F.P Process (Open to community based groups that can preform the function of providing services according to our comprehensive strategy.)
- Contracts are for a three year period with renewal yearly according to performance.
- Contracts are for Prevention and Intervention services. Agencies can apply for both.
- Awards for Prevention can be up to \$800,000 and Intervention can be up to \$555,000 (Awards are based on City contract requirements and total client numbers.)
- GRYD has 30 community based contracted agencies.

GRYD Budget

- GRYD budget allocation is comprised of general, private, and grant funding.
- GRYD total budget is \$28 million in City general funds with \$2 million from grant funding.
- GRYD's Summer Night Lights Program (SNL) budget is comprised of 3.2 million general funding and about 2.8 million private foundations and corporate sponsors funding.

Eligibility Criteria for Prevention and Intervention Services

Prevention:

- Age 10-15 and 3 months
- Reside in the GRYD Zone, or attend school that is considered in the zone, or have a significant presence in the zone.
- Must complete the Youth Services Eligibility Tool (YSET) will determine eligibility for services.

Intervention:

- Age 14 - 25
- Reside in the GRYD Zone, or attend school that is considered in the zone, or have a significant presence in the zone.
- Tagger or member/affiliate of a gang or crew (as determined by contractor)

Note: All GRYD Services are open to the youth/young adult and their family.

GRYD Prevention Service Goals

- GRYD Prevention Services:
 - Reduce risk factors pertaining to gang involvement
 - Interface with community youth and families to engage them in GRYD services
 - Connect youth and their families to community resources
 - Mainstream youth back into positive social groups and activities
 - Connect youth to educational attainment and jobs
 - Provide educational workshops in the form of enhancing skill development
 - Strengthen family relations (peer, familial, etc.)

GRYD Prevention Services

(What services are provided)

GRYD GANG PREVENTION

TO BE ELIGIBLE FOR GRYD PREVENTION SERVICES, REFERRALS MUST MEET THE FOLLOWING CRITERIA:

BE BETWEEN
10 & 15
YEARS OLD

HAVE A SIGNIFICANT
PRESENCE IN
A GRYD ZONE

SCORE AT RISK FOR GANG MEMBERSHIP
ON THE YOUTH SERVICES ELIGIBILITY
TOOL (YSET)

REFERRAL

YOUTH SERVICES
ELIGIBILITY TOOL
(YSET)

Youth must reach a threshold of risk for
gang membership on the Youth Services
Eligibility Tool (YSET).



AT-RISK YOUTH + PARENTS/GUARDIAN

CLIENTS SERVED BY GRYD PREVENTION TEAM

CASE MANAGER
KEY STAKEHOLDERS (E.G., THERAPIST)

WHAT DO THE PREVENTION TEAMS DO FOR CLIENTS?

MAKE REFERRALS TO
SERVICES (E.G., MENTAL
HEALTH, SUBSTANCE ABUSE,
ETC.)

DEVELOP STRENGTH-BASED
GENOGRAMS

PROVIDE YOUTH
DEVELOPMENT ACTIVITIES

USE PROBLEM-SOLVING
STRATEGIES TO ADDRESS
CHALLENGES AND
STRENGTHEN THE FAMILY
AND EXECUTIVE SUBSYSTEM

WHAT DOES GRYD HOPE TO ACHIEVE?

OUTCOMES

INCREASE CONNECTIONS TO
GENERATIONS/
PERSONAL HISTORY

INCREASE PARENTING

INCREASE POSITIVE PEERS
AND USE OF TIME

DECREASE YSET RISK FACTORS

- ANTI-SOCIAL TENDENCIES
- WEAK PARENTAL SUPERVISION
- CRITICAL LIFE EVENTS
- IMPULSIVE RISK TAKING
- NEUTRALIZATION
- NEGATIVE PEER INFLUENCE
- PEER DELINQUENCY
- FAMILY GANG INFLUENCE
- SELF-REPORTED DELINQUENCY AND SUBSTANCE USE

IMPACT

GANG
MEMBERSHIP

ALCOHOL &
DRUG USE

INVOLVEMENT
IN CRIME

GRYD Prevention Services

9 Risk Factors

Nine Risk Factors

- Weak Parental Supervision
- Guilt Neutralization
- Impulsive Risk-Taking
- Anti-Social Tendencies
- Negative Peer Influence
- Self Reported Delinquency
- Family Gang Influence
- Critical Life Events
- Peer Delinquency

The Youth Services Eligibility Tool (YSET) will determine eligibility for Services:

- 4-9 risk factors – Secondary Prevention Services
- 0-3 risk factors – Primary Prevention Services

GRYD Intervention Service Goals

- GRYD Intervention Services:
 - Interface with community youth and families to engage them in GRYD services
 - Connect youth and their families to resources inside and outside of GRYD
 - Serve as a community conduit between neighborhood and Mayor's Office
 - Disseminate accurate information
 - Mediate conflicts
 - Decrease tension in the community
 - Increase enrollment in services such as GRYD client services, Victims of Crime services, etc.
 - Reduce the potential for retaliation

GRYD Intervention Services (What services are provided)

GRYD GANG INTERVENTION

TO BE ELIGIBLE FOR GRYD GANG INTERVENTION SERVICES, REFERRALS MUST MEET THE FOLLOWING CRITERIA:

BE BETWEEN
14 & 25
YEARS OLD

HAVE A SIGNIFICANT PRESENCE
IN A GRYD ZONE

BE IDENTIFIED TAGGER/MEMBER/AFFILIATE
OF A GANG OR CREW
(DETERMINED BY PROVIDER)

REFERRAL

CIW
OUTREACH &
ENGAGEMENT

*Social Embeddedness Tool (SET) to identify level of involvement in a gang.



GANG-INVOLVED
YOUNG PERSON

FAMILY (AS DERIVED
BY YOUNG PERSON)

CLIENTS SERVED BY GRYD INTERVENTION TEAM

CASE MANAGER
COMMUNITY INTERVENTION WORKER (CIW)
KEY STAKEHOLDERS (E.G., THERAPIST)

WHAT DO THE INTERVENTION TEAMS DO FOR CLIENTS?

ASSIST WITH BASIC NEEDS

COACH/MENTOR

DEVELOP STRENGTH-BASED
GENOGRAMS

CONNECT CLIENTS TO
PROSOCIAL ACTIVITIES

REFER AND/OR PROVIDE
SERVICES

BUILD/CONNECT POSITIVE
SOCIAL NETWORKS

WHAT DOES GRYD HOPE TO ACHIEVE?

OUTCOMES

IMPACT

INCREASE PROSOCIAL
EMBEDDEDNESS

- SELF (E.G., IMPULSIVE RISK TAKING, ACCUMULATION OF CRITICAL LIFE EVENTS)
- FAMILY (E.G., TIME SPENT WITH FAMILY, FAMILY ORGANIZATION)
- GROUP (E.G., POSITION IN GROUP, IDENTIFICATION WITH GROUP)
- OTHER (E.G., IDENTIFICATION WITH OTHER GROUP, EMOTIONAL COMMITMENT TO OTHER GROUP)

REDUCE GANG
EMBEDDNESS

TRANSFER ATTACHMENTS
FROM GANGS TO POSITIVE
ACTIVITIES RESULTS IN:

GANG
IDENTITY

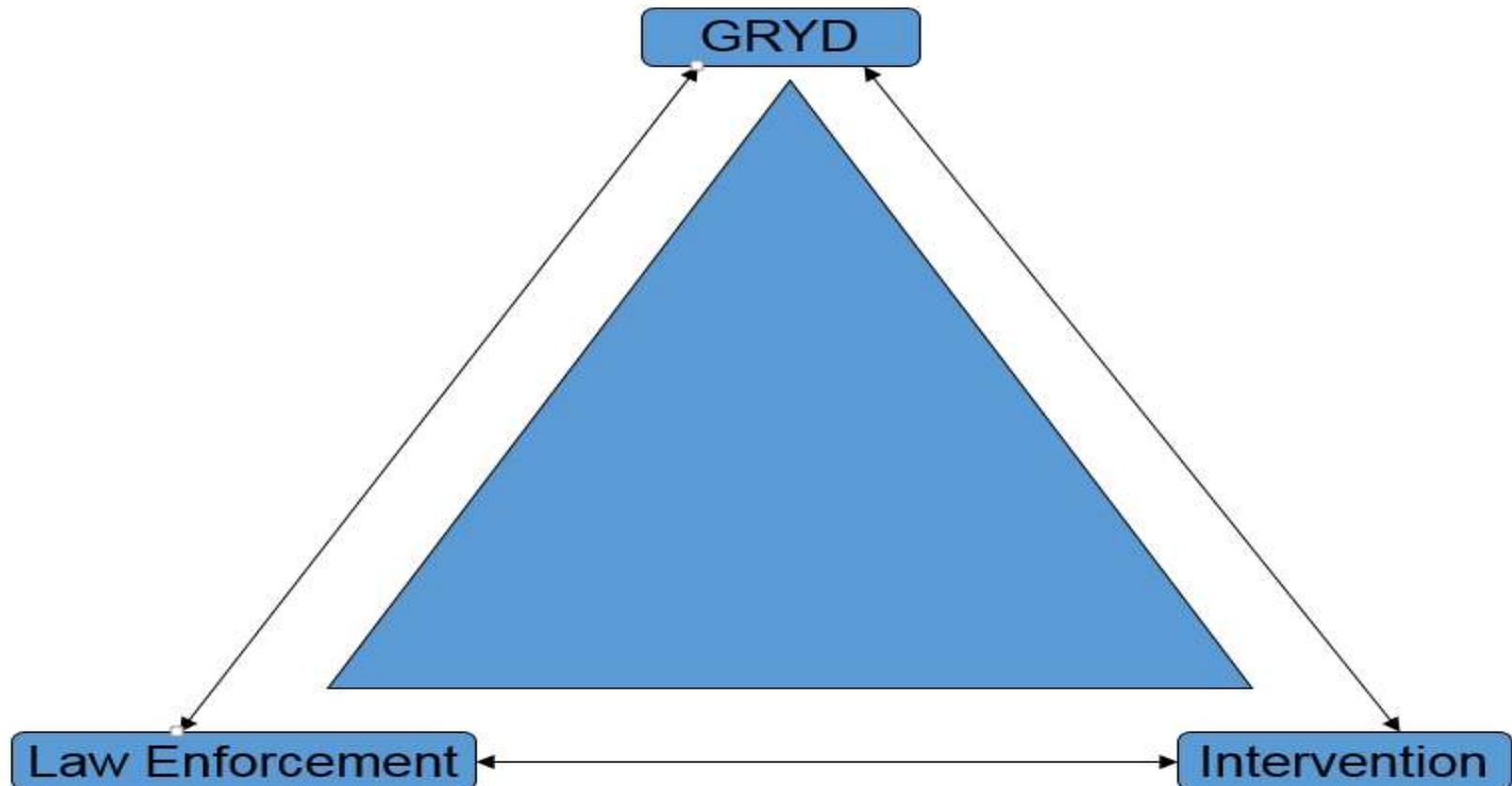
INVOLVEMENT
VIOLENCE

GRYD's Collaborative Efforts

- 30 contracted Community Based Organizations providing prevention and intervention services (some provide both services)
- Non GRYD contracted Community Based Organizations
- Law Enforcement (Los Angeles Police Department and Los Angeles County Sheriffs Department as well as surrounding city's Law Enforcement Agencies)
- Elected political offices (City and County)
- Colleges and Universities (USC, UCLA, CSULA, L.A. Trade Technological Community College)
- Los Angeles Unified School District (LAUSD), Charter Schools, etc.
- Hospitals (Private and Public)
- Neighborhood Councils
- Chamber of Commerce
- Family Source Centers, Work Source Centers
- Los Angeles County Probation Department
- Homeboy Industries (Father Greg Boyle)
- Job Training Centers
- Religious Institutions

GRYD Intervention, Partner Collaboration, Incident Response and Proactive Peacemaking

Triangular Protocol



GRYD Intervention Incident Response

- GRYD assigns 5 staff members per agency to provide 24 hour/7 days a week incident response to all gang related incidents within their geographical GRYD Zone.
 - GRYD Mayor staff (Regional Program Coordinator/RPC) also provide 24 hour/7 days a week incident response
- Incident Response Notification
- When GRYD is notified of an incident, CIWs work along with GRYD Mayor staff (RPC) to:
 - Deploy to incident locations, hospitals, and places within the community
 - Engage with community members, victims, victim's family and friends, etc.
 - Coordinate responses with partners, including planning around fundraisers, vigils, marches, funerals, etc.
 - Calm neighborhood tensions surrounding incident within the community
 - Connect victims and/or families to services

GRYD As An Evidence-Based Program

- GRYD has a Comprehensive Strategy that is used throughout the entire program
- The research and evaluation partners consist of USC, UCLA , CSULA, and Harder and Company
 - Evaluate the GRYD Comprehensive Strategy using **both qualitative and quantitative data**.
 - Key goals for research and evaluation are:
 - To assess the impact of GRYD services and to create a “research to practice” feedback loop for continuous improvement of GRYD services.
- For further information regarding GRYD research and evaluation please go to: **<http://juvenilejusticeresearch.com/projects/gryd>**

GRYD Prevention Evaluation Findings

CHANGES IN RISK FACTORS OVER TIME FOR GRYD SECONDARY PREVENTION CLIENTS

	Weak Parental Supervision 	Critical Life Events 	Negative Peer Influence 	Antisocial Tendencies 	Impulsive Risk Taking 	Guilt Neutralization 	Peer Delinquency 
Overall	-30%	-29%	-24%	-23%	-22%	-20%	-15%
Successful	-36%	-33%	-27%	-28%	-26%	-24%	-19%
Unsuccessful	-25%	-25%	-20%	-20%	-20%	-17%	-13%

All items statistically significant at $p < .001$

GRYD Intervention Evaluation Findings

OBSERVED CHANGES OVER TIME FOR
GRYD INTERVENTION FCM CLIENTS

Behavioral Changes

23%

Self-reported
position in gang



22%

Non-violent
criminal behavior



17%

Violent criminal
behavior



38%

Gang cohesion

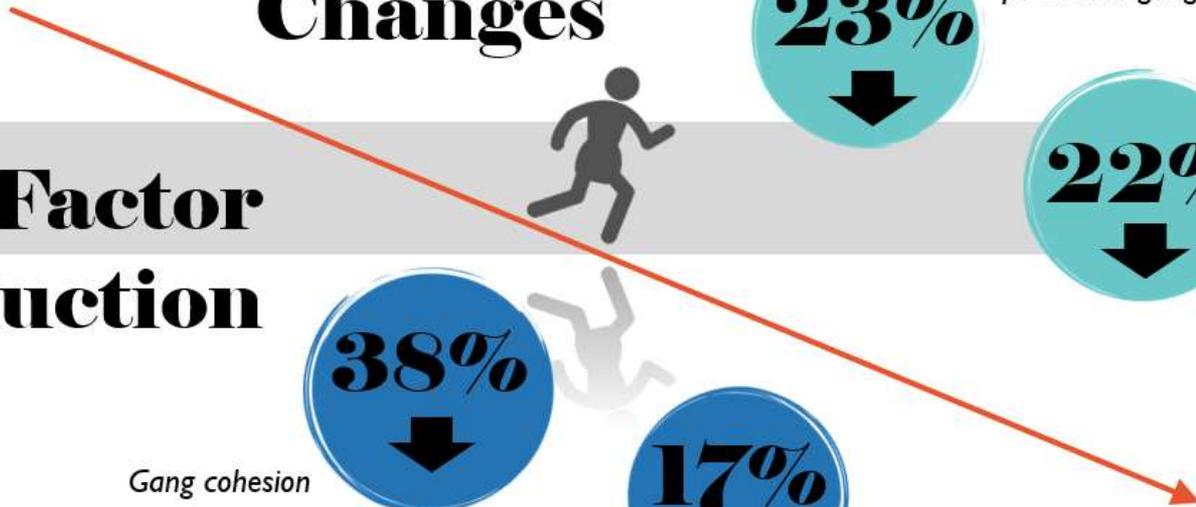


17%

Gang emotional ties



Risk Factor Reduction



GRYD Incident Response Evaluation Findings

THE COSTS OF GANG CRIME

10 homicides
\$88.8 million

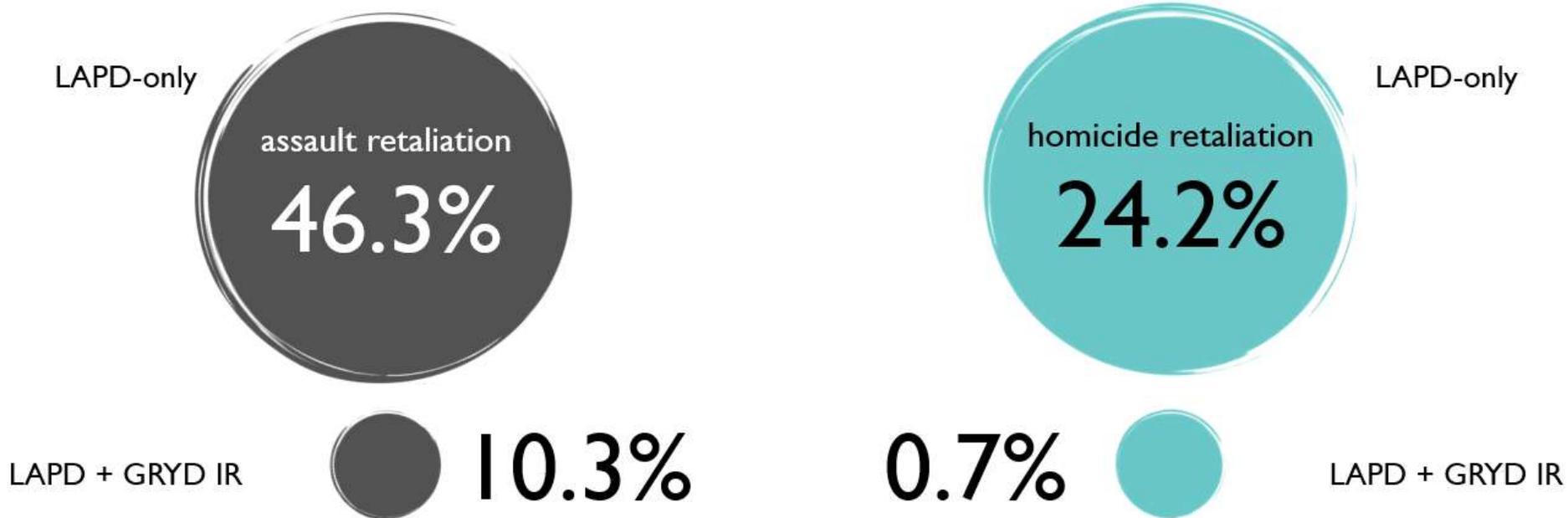
185 fewer
retaliations
\$110.2 million

175 assaults
\$21.3 million

one homicide costs society \$8.98 million
one aggravated assault costs society \$240,000

GRYD Incident Response Evaluation Findings

RETALIATION BY CRIME TYPE IS LOWER WITH
GRYD INCIDENT RESPONSE



South Los Angeles GRYD Zones Jan 1, 2014 to Dec 31, 2015

GRYD Incident Response Evaluation Findings

CONCLUSIONS

- GRYD IR is notified on average in 16.2% of gang crimes
- Notification of GRYD IR leads to -43.2% fewer retaliations
- Up to 83% of gang crimes are background
- GRYD IR prevented an estimated 185 gang retaliations city wide
- Direct and indirect savings of \$110.2 m over two years city wide

GRYD Model Adherence

- GRYD provides ongoing trainings:
 - Model Fidelity
 - Los Angeles Violence Intervention Training Academy (LAVITA)
 - LAPD/Intervention Law Enforcement Training
 - Monthly Technical Assistance
 - Monthly Partnership Meetings
 - Efforts To Outcome (ETO) Database Training
 - Fiscal/Budget Training

- Specialized Trainings
 - Summer Night Lights Training
 - Community/Civic Workshops
 - Use Of Force Simulation Training
 - Trauma and Secondary Trauma Training Course through CSULA
 - Domestic Violence
 - Human Trafficking
 - Crisis Response Training (CRT)
 - Victim Services Training

Community Engagement

- GRYD provides additional community engagement initiatives to enhance the GRYD Model Services that are specialized during specific time periods throughout the calendar year.
 - **Summer Night Lights** - A violence reduction program which provides communities with free extended programming, a safe space to recreate, significant employment opportunities, and linkage to local resources.
 - **Fall Friday Nights** – A violence reduction program which extends GRYD’s summer engagement program into the Fall. It utilizes our relationship with Recreation and Parks Department by expanding the Teen Program prior to school starting.
 - **Gun Buy Back** – As a part of GRYD’s reduction in gang violence, Gun Buy Back is a call to action for individuals in Los Angeles communities to surrender their firearms anonymously to law enforcement, no questions asked.

Community Engagement (continued)

- **Juvenile Re-Entry** – A program in collaboration with LA County Probation that targets juvenile youth between the 14-21 and their families while in juvenile camp and helps youth make successful transition back into their communities through means of positive connections.
- **Proyecto Palabra** – An OJJDP funded project which reduces violence in a targeted Los Angeles community that will focus on two of the city's most active gangs: MS-13 and 18th Street by providing case management and gang tattoo removal services to youth and families.

Community Engagement Trauma Informed Care Projects

- **Trauma Informed Care Courses** – Assist GRYD contracted agencies in identifying Secondary Trauma, and recognizing Post Traumatic Stress reactions.
- **Community Restorative (CoRe) Healing Project** – An OJJDP funded *pilot project* which complements GRYD Model services and the Trauma Informed Care Courses by providing trauma services and indigenous healing practices as well as trainings to GRYD clients, staff, and communities.
 - Timeframe of project: until Sept. 2018
 - Location of project: Hollenbeck and Newton GRYD Zones (East and South L.A.)
 - Project partners: CSULA, intervention providers, and 2 trauma community providers
 - Project Strategy:
 - Continue to assess trauma informed care strategies in the community and implement both EBP strategies as well as indigenous healing practices;
 - Provide courses on trauma/secondary trauma to community members, CBO staff, GRYD staff, etc. within the community;
 - Incorporate youth well-being, including trauma (PTSD) into existing components of the GRYD Model.

Youth Development Activities

GRYD's after school activities, hiking, field trips, creative groups, community events...



GRYD Contact Information

**Mayor's Office of Public Safety
Gang Reduction Youth Development Office**

200 N. Spring St. Room 303
Los Angeles, CA 90012

Reginald Zachery

213.595.3346

reginald.zachery@lacity.org

Regional Program Manager

Alfred McCloud

213.253.8317

alfred.mccloud@lacity.org

Regional Program Coordinator